

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

Outside the System

SECRET

July 3, 1973

Information

MEMORANDUM FOR:

THE PRESIDENT

FROM:

HENRY A. KISSINGER

SUBJECT:

Foreign Intelligence Advisory Board

Following the Foreign Intelligence Advisory Board's meeting in early June, Admiral Anderson has written to you (TAB A) to:

NSC/PFIAB Review  
Completed.

- Summarize the major activities and accomplishments of the Board during the past four years.
- Outline the proposed organization of the newly constituted Board into three panels: Science, Human Intelligence, and Estimates.
- Ask for an early meeting of the PFIAB Executive Committee with you to exchange views on how the Board can best serve you, and obtain guidance as to areas the Board should focus upon.

Admiral Anderson has raised with me the additional question of the desirability of occasional Board contact with selected members of the Senate and the House who have special cognizance over foreign intelligence matters. The Board's concern is that important foreign intelligence activities will be unduly constrained by Congressional actions and attitudes.

The first meeting of the new Board is scheduled for August 2 and 3. I recommend that you meet with the Board at that time rather than with its Executive Committee at an earlier date, and am forwarding a schedule proposal separately.

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## THE WHITE HOUSE

WASHINGTON

## PRESIDENT'S FOREIGN INTELLIGENCE ADVISORY BOARD

June 15, 1973

Dear Mr. President:

With changes in the membership of your Foreign Intelligence Advisory Board to be announced, it is appropriate that I report to you on the work of the Board during the past four years and outline some tentative plans for the future organization of the Board with its new members. I am doing so in summary form as an attachment to this letter.

At our June meeting, we were all very favorably impressed by Director of Central Intelligence-designate Colby and confident that he will continue to pursue vigorously the changes initiated by Dr. Schlesinger. We urged Mr. Colby to adopt a low public profile and it is clearly his intention to do so.

We believe that Dr. Schlesinger's brief tenure as DCI has given him a unique background for dealing with Defense intelligence activities and provides the basis for a new era of cooperation on intelligence matters between the Department of Defense and the Director of Central Intelligence. At times in the past, this cooperation has been unsatisfactory.

We also discussed the implementation of your 5 November 1971 directive to the Intelligence Community and are confident that substantial progress has been made. We will continue to monitor the Community until we are satisfied that your intentions have been fulfilled.

Much of the time of our June meeting was given over to an internal Board discussion of its role, its past performance, and how it can best serve you in the future. The members took pride in the fact that during the period of their service there have been no leaks and that the Board has functioned without publicity. They deeply regret that they had no opportunity to be of assistance on those matters which now cause such great concern to you and to our country, and which improperly have led to allegations against portions of the foreign intelligence community. I can assure you of the members' individual and collective confidence in you and your objectives.

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CLASSIFIED BY PFIAB  
EXEMPT FROM GENERAL DECLASSIFICATION  
SCHEDULE OF EXECUTIVE ORDER 11652  
EXEMPTION CATEGORY 5 B (2)  
AUTOMATICALLY DECLASSIFIED ON Undetermined

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In our review of the Board's performance over the past four years we derived some satisfaction from our achievements, but believe that more frequent contact with you and Dr. Kissinger would have enabled us to be more productive.

The outgoing Board members urged in the strongest terms that the PFIAB Executive Committee (Gordon Gray, Governor Connally, and I) meet with you for an exchange of views on how the Board can best serve you, and to learn your special desires with respect to particular activities or functions on which you might like the Board to focus. It would be most helpful if such a meeting could be arranged at your early convenience.

Respectfully,

*George Anderson*  
George W. Anderson, Jr.  
Admiral, USN (Ret.)  
Chairman

The President  
The White House  
Washington, D. C.

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**SECRET**

June 14, 1973

SUMMARY OF PFIAB ACTIVITIES 1969-1973

In the period 1969-1973, the Board met 27 times in plenary session (2 days each). In addition, there were numerous ad hoc meetings on particular intelligence problems. In the same period, members of the Board and staff visited U. S. intelligence representatives and installations in 58 foreign countries.

Counting the 50-plus recommendations of the Human Intelligence Report and the 9 recommendations of the Economic Report as single recommendations, the Board made a total of 18 separate recommendations to either the President or Dr. Kissinger. Action was taken on 11 of these. There were also 12 memoranda which did not propose specific action.

Some examples of Board recommendations follow:

- In the early years of the first Nixon Administration, the PFIAB made rigorous evaluations of the strategic threat assessments then being provided to the President, and was responsible for stimulating substantial changes in their format and content.
- The Board has continually urged that the President be provided with net strategic evaluations. While the President agreed that this is a matter of very great importance, the implementation of this recommendation has to date been unsatisfactory.
- In December 1970, the Board recommended that the President take action on the unauthorized disclosures of classified information. He responded on December 21 by issuing a strong memorandum to the appropriate department and agency heads.
- The PFIAB actively participated in the preparation of the President's memorandum of 5 November 1971 on the organization and management of the U. S. foreign Intelligence Community.
- On the basis of a Board recommendation, the President instructed the Intelligence Community in July 1971 to proceed with the development of the [redacted] satellite system.

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- In December of 1971 the Board submitted a report to the President on economic intelligence. Copies of this report were forwarded to the Intelligence Community and have stimulated far-reaching reactions.
- In response to a Presidential directive, the Board submitted in February of this year a detailed study on U. S. intelligence collection by "human" sources. This report contained over 50 recommendations for the improvement of our human agent collection and has had a very favorable response from Dr. Schlesinger and Mr. Colby. In addition, great interest is being manifested in the qualitative improvement of Defense Attaches by authorities within the Department of Defense in line with the Board's recommendations. We believe that early dissemination of pertinent extracts from the Board's report might serve to help resolve continuing intelligence problems with the Department of State.

Not listed here are other actions, such as the "postmortems" of the PUEBLO incident, the Chilean election, and North Vietnamese arms shipments through Sihanoukville. Nor have we included any reference to the substantial body of communications with the Intelligence Community on specific collection problems.

Finally, and without overestimating its importance, we have found that the very existence of the Board and its persistent questioning of the Intelligence Community has served to stimulate changes and improvements.

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June 14, 1973

FUTURE ORGANIZATION OF THE  
PRESIDENT'S FOREIGN INTELLIGENCE ADVISORY BOARD

In order to properly monitor and guide the changes currently under way in the organization and structure of the Intelligence Community and to effectively respond to the increasing number of requests from the community leadership for assistance, the new Board will have three panels:

- A Science Panel, chaired by Dr. William O. Baker, and composed of Dr. Edwin Land, Dr. Edward Teller, and Mr. John Foster, Jr., will monitor those aspects of our foreign intelligence activities pertaining to overhead photography, signals intelligence, communications, and the utilization of computer technology to speed the flow and processing of intelligence.
- A Human Intelligence (HUMINT) Panel, chaired by Mr. Gordon Gray, and composed of Mrs. Clare Boothe Luce, Mr. Leo Cherne, and Mr. Robert Galvin, will monitor the implementation of those recommendations of the Board's HUMINT report which can be acted upon at this time, and endeavor to stimulate new initiatives and new approaches to the collection of intentions intelligence through human sources.
- An Estimates Panel, chaired by Admiral Anderson, and composed of Governors Rockefeller and Connally, will monitor closely the intelligence estimates process and techniques, with particular emphasis on those estimates pertaining to offensive and defensive strategic Soviet forces. We shall also continue to seek means for providing the Board of National Estimates with a properly screened input from U. S. high-level contacts with the Soviets, Chinese, and North Vietnamese.

An Executive Committee of the PFIAB, chaired by Admiral Anderson, and composed of Mr. Gordon Gray and Governor Connally, will monitor the overall work of the Board to insure that it is meeting its responsibilities to the President, and that the Intelligence Community is serving the national interest to the greatest possible extent.

The Board will continue to operate with a minimum staff.

It is hoped that the new Board can meet with the President at least semi-annually, and that during its bi-monthly meetings it will meet regularly with the President's Assistant for National Security Affairs.

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**MEMORANDUM**~~NATIONAL SECURITY COUNCIL~~~~**SECRET**~~Forwarded to Pres. M  
7/13/73**ACTION**  
June 22, 1973**MEMORANDUM FOR HENRY A. KISSINGER****FROM:** A. W. Marshall**SUBJECT:** Admiral Anderson Letter to the President

On June 15 Admiral Anderson sent you a memorandum (at Tab B) and a letter addressed to the President (see Presidential Tab A). In the memorandum Admiral Anderson:

-- Urged his letter be given to the President at an early date.

-- Raised the question of the PFIAB occasionally contacting selected members of the Senate and House, who have special cognizance over foreign intelligence matters.

-- Reported the shock and dismay on the part of Frank Pace, Frank Lincoln, and Frank Murphy at their being dropped from the Board.

Admiral Anderson's letter to the President:

-- Reviewed the activities and accomplishments of the Board over the last four years.

-- Reported on the future organization of the Board with three panels: Science, Human Intelligence, Estimates.

-- Expressed the belief that more contact with the President and you would enable the Board to be more productive.

-- Asked for an early meeting of the Board's Executive Committee (Gray, Connally, Anderson) with the President for an exchange of views on how the Board can best serve him.

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MAJOR ISSUES

The President should meet with the newly constituted Board during its meeting on August 2 and 3. This is a matter of courtesy and is an appropriate occasion for the President to give the whole Board guidance as to his views on:

-- How it can best serve him.

-- The most important issues and problems for its consideration.

Whether an early meeting with the Board's Executive Committee would be a helpful first step in preparing for the August meeting is not clear. In any case, it may be difficult to arrange.

On balance I believe that it would be better if:

-- You explored with the President the usefulness of contact between the Board and selected Senators and Congressmen.

-- Then discussed this question with Admiral Anderson, or the Executive Committee, in order to see more fully what they have in mind as to appropriate issues, modalities, and control of these contacts. However, Admiral Anderson will be away on vacation from now until August.

-- The President met with the Board on August 2 or 3.

With regard to contact with the Senators and Congressmen, John Lehman, with whom I discussed it, is in favor of such contacts. I believe the President should consider how the Board can most help him. Contacts with the Congress on a selective basis may be one of the ways. For example, in the current atmosphere further constraints on legitimate and needed U. S. foreign intelligence related activities in the U. S. may result from actions of the Congress. Legislation designed to limit domestic intelligence operations may unduly restrict desirable foreign intelligence activities. These are issues on which the Board might profitably express its views and judgments as to the importance of the foreign intelligence activities.

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**RECOMMENDATION**

I recommend that you transmit Admiral Anderson's letter to the President. At Tab A is a memorandum from you to the President which:

- Summarizes the major points covered in the letter.
- Suggests that the President meet with the Board during its August meeting and put off any meeting with the PFIAB Executive Committee.
- Notes that Admiral Anderson has raised the question of Board contact with selected Senators and Congressmen.

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THE WHITE HOUSE  
WASHINGTON  
PRESIDENT'S FOREIGN INTELLIGENCE ADVISORY BOARD

15 June 1973

Kissinger  
MEMORANDUM FOR DR. KISSINGER

Attached herewith is a letter to the President reporting on the final meeting of the "old" President's Foreign Intelligence Advisory Board, summarizing its actions during the past four years. As an attachment is a brief summary of the organization of the "new" Board reflecting the experience of the "old" Board and designed best to fulfill its mission.

Although the Board as a whole was not involved in the detailed preparation of the letter to the President and the enclosures, the concept was strongly supported by them and it was urged that I, or accompanied by other members of the Executive Committee, see the President at his earliest convenience to solicit his personal views as to how we can be of maximum assistance to him. I know that we all feel that in view of the continuing implementation of the reorganization of the intelligence community, complicated by unanticipated changes in its leadership and burgeoning congressional interest, this is an important period for the Board to be particularly active. The question has been raised by members whether it might be helpful if on appropriate occasions from time to time the Board were to make contact with those selected members of the Senate and the House of Representatives, who have special cognizance over foreign intelligence matters. My position with the Board has been that this is a function that can be fulfilled with some prospects of benefit but that it should not be undertaken unless the President so desires.

I have shown the letter to the President to Andy Marshall before transmitting it to you and, therefore, recommend that the letter be given to the President directly by you at an early date.

I might add that three members of the "old" Board, i.e., Frank Pace, Frank Murphy and Frank Lincoln, were rather shocked and dismayed that their letters of resignation had been accepted. The latter two appeared distinctly unhappy. Bob Murphy, of course, understood the situation completely.

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*George*  
George W. Anderson, Jr.  
Admiral, USN (Ret.)  
Chairman

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